

A woman and a man are walking in a desert landscape during sunset. The woman in the foreground is wearing a light-colored hooded jacket, sunglasses, and black leggings. The man in the background is also wearing a similar jacket and sunglasses. The background shows desert vegetation and a warm, golden sky.

MAKING

SPORT ACCESSIBLE

**EVERYWHERE.
FOR EVERYONE.
FOR THE LONG TERM.**

**HIGHLIGHTS FROM OUR 2025
SUSTAINABILITY REPORT**

 **INTERSPORT**
COMMITTED TO SPORT

OUR MANIFESTO

Playing sport means committing yourself.
To move, to push yourself, to give it everything you've got.
To keep going, even when progress feels slow.
To fall down, sweat, complain - and then get back out there anyway.

Motivation alone is not enough You need resources, the right gear, time and facilities.
Sports need to be local, affordable, and open to everyone.
Making sports accessible to all is not just a dream, it is our commitment.

How do we bring this commitment to life?
With affordable prices, major brands within reach,
advice from true sports enthusiasts, bikes designed and assembled in France, and stores located where you live and play.

Because proximity matters just as much as price.

We're there where sport comes to life - supporting clubs, community organisations and volunteers, those keeping sports alive in our communities. A cooperative of local entrepreneurs: close to your needs, rooted in your communities, and stronger together.

Sports are good for everyone. So, they must be accessible to everyone.

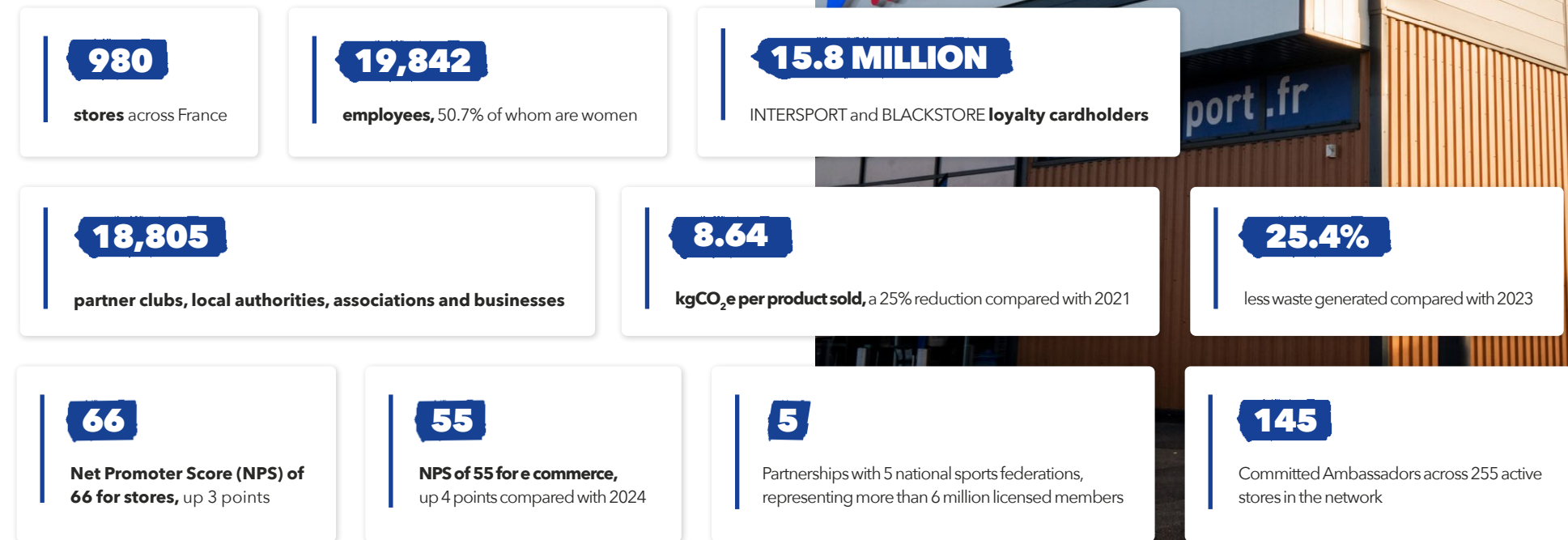
We are INTERSPORT.
We are a committed cooperative.
19,000 teammates moving forward together every day.

 **INTERSPORT**
COMMITTED TO SPORT

2025 AT A GLANCE

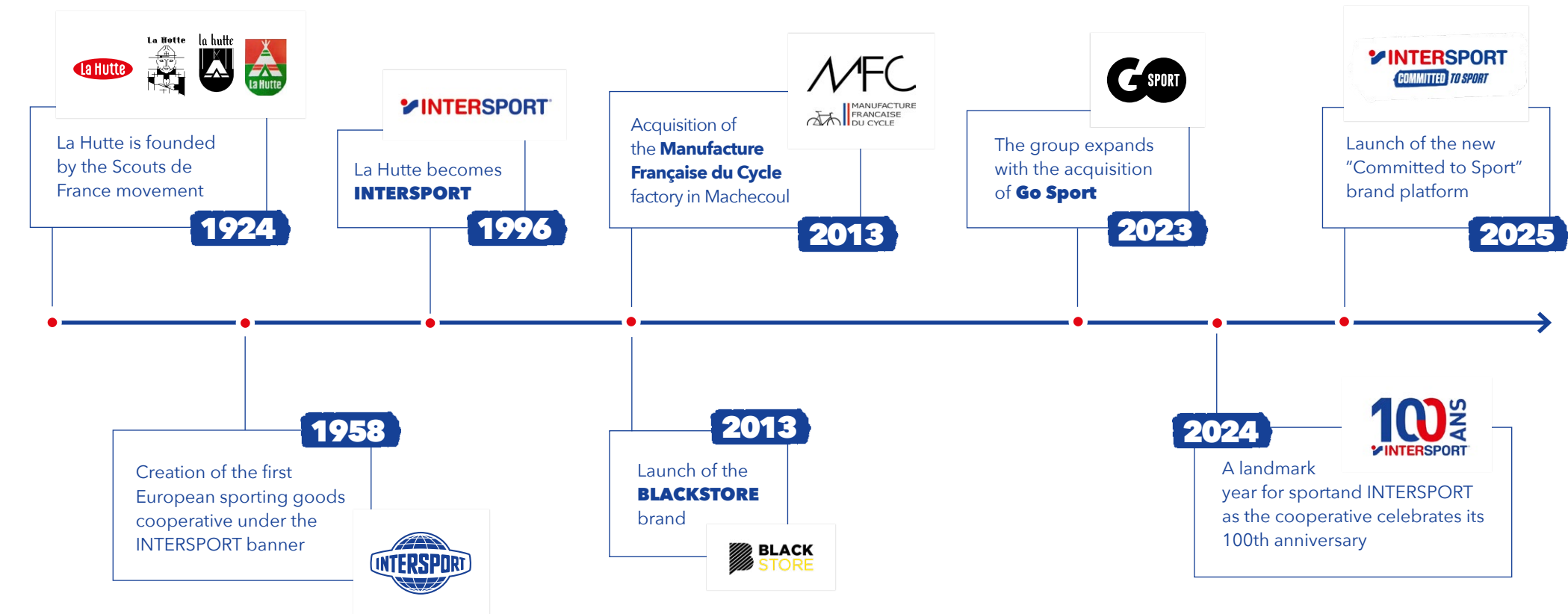
In 2025, INTERSPORT continued to grow by building on what makes its model unique: a **cooperative brand anchored in local communities**, committed to broadening access to sports and working to gradually reduce the impact of its activities.

2025 KEY FIGURES



2025 marked a new milestone with the launch of our “Committed to Sport” (Engagés Sport) brand platform. The year also saw the completion of an updated double materiality assessment, a more structured Southern Europe hub, strengthened regional governance, continued progress in circular in-store services, and the deployment of new initiatives to support responsible sourcing and supplier engagement.

One purpose since 1924: making sport accessible to all.



INTERSPORT DEMONSTRATES THAT ECONOMIC PERFORMANCE AND SOCIAL COMMITMENT CAN GO HAND IN HAND. THAT IS THE STRENGTH OF OUR COOPERATIVE MODEL.

GÉRARD LECLERC

Chairman & CEO, INTERSPORT France, Belgium, Spain & Portugal

COOPERATION: OUR DRIVING FORCE

A COOPERATIVE OF LOCAL ENTREPRENEURS

INTERSPORT is organized around two cooperative entities, INTERSPORT France and BLACKSTORE, owned by their member-shareholders.

This model is founded on a simple principle: combining resources and expertise to strengthen the performance of every member, while preserving the entrepreneurial spirit and local roots that define each business.

The cooperative's central organisation provides the network with shared services and capabilities, including purchasing, marketing, logistics, training, operational support and a common sustainability roadmap.

OUR STRENGTH: WORKING TOGETHER, CLOSE TO THE FIELD

Our cooperative model brings together:

- The **strength of a national group**, able to establish commitments, develop common tools and build strategic partnerships;
- The **proximity of local entrepreneurs**, embedded in their communities and in direct contact with clubs, associations, local authorities, customers and businesses.;
- A **shared decision making culture**, where members actively contribute to decision-making through governance bodies and working groups

This model enables us to act across our entire value chain: product design, purchasing, transport, logistics, retail, use, repair, reuse and end-of-life management.

OUR VALUES

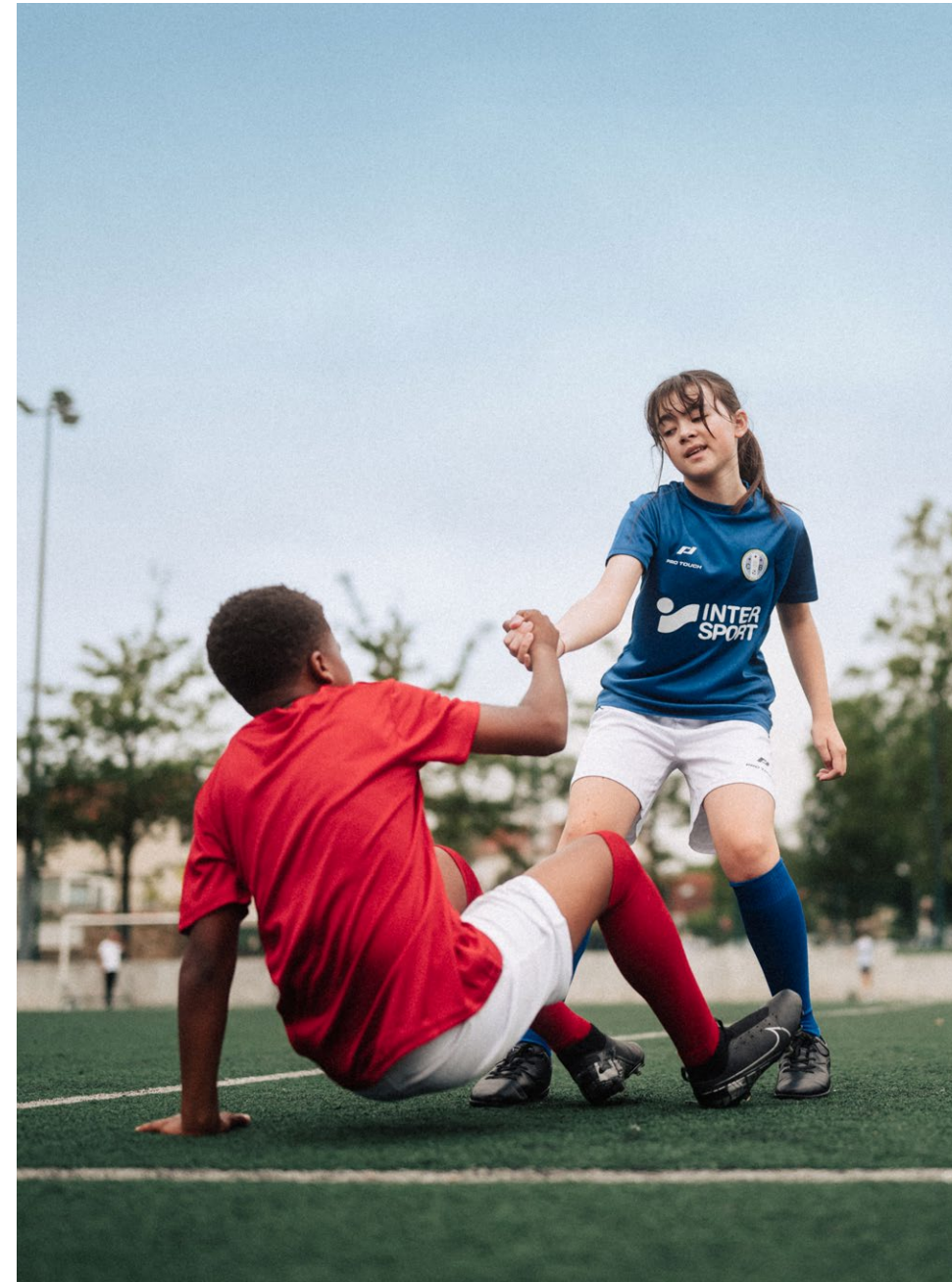
Humility, teamwork, openness, humanity, optimism.

OUR VISION

Sport benefits everyone. It must be accessible to everyone.

OUR PURPOSE

Making sport accessible to everyone, everywhere, through everyday action.



COMMITTED TO SPORT

In 2025, INTERSPORT launched its new brand platform: Committed to Sport.

In a context shaped by pressure on household budgets, persistent barriers to participation in sport, and the growing need to promote more sustainable models, we are reaffirming our purpose: making sport accessible to everyone, everywhere.

This commitment is brought to life through 3 strategic pillars:

COMMITTED TO AFFORDABILITY

- Ensuring fair prices all year round so everyone can get the equipment they need within their budget.

COMMITTED IN THE COMMUNITY

- Actively supporting clubs, local organizations, young people, and volunteers, wherever people participate in sports.

COMMITTED TO THE FUTURE

- Promoting a more sustainable approach to sport that preserves natural resources and contribute to a long-term positive impact

These three pillars are more than a communications framework.

They guide INTERSPORT's priorities:

- Making sport equipment more accessible
- Strengthening local partnerships
- Expanding circular and service-based solutions
- Improving product traceability
- Progressively reducing the environmental footprint of our activities



PHILIPPE GIOVANNI

CEO, INTERSPORT
France & Belgium

"OUR GOAL IS CLEAR: TO COMBINE DEVELOPMENT, PERFORMANCE AND RESPONSIBILITY WITHIN A COOPERATIVE MODEL THAT CONTINUES TO GROW STRONGER."

WE FIRMLY BELIEVE THAT SPORT IS A POWERFUL CATALYST FOR POSITIVE CHANGE, FOR INTERSPORT AND FOR SOCIETY AS A WHOLE."



**THERE ARE 1000 WAYS
TO HELP PEOPLE
PLAY SPORT.**

**FOR US, IT'S BY
NEVER BEING
FAR AWAY**

With 980 stores,
there's bound to be an INTERSPORT
less than 20 min from your home.

INTERSPORT
COMMITTED TO SPORT

BRINGING SPORT TO EVERYONE, EVERYWHERE

WORKING AT THE HEART OF LOCAL COMMUNITIES

With 980 stores across France, INTERSPORT has a strong local presence. This network keeps us close to athletes, sport clubs, local authorities and community organizations, **with a store within 20 minutes of every person in France.**

In 2025, the group continued expanding its network with new INTERSPORT, INTERSPORT Montagne, INTERSPORT Outlet and BLACKSTORE stores. 20 stores were also expanded or relocated.

This network is one of the key strengths of our cooperative model., It enables us to support sport wherever it happens, **close to the needs of local communities.**

SUPPORTING CLUBS, LOCAL AUTHORITIES AND ASSOCIATIONS

INTERSPORT work alongside **18,805 partner clubs, local authorities, associations and companies** across the country. These partners benefit from financial, logistical and operational support to help develop their sporting projects. To strengthen this commitment, 112 entities have dedicated teams for Club & Community teams.

These partnerships takes many forms: equipment provision, club operations assistance, dedicated services, local community engagement and funding for sporting initiatives.

STANDING ALONGSIDE THE KEY PLAYERS IN FRENCH SPORTS

INTERSPORT partners with some of France's leading sports institutions, to help expand access to sport across the country. Today, we work with **5 sports federations representing nearly 6 million registered members.**

INTERSPORT is also a partner of the **National Union for Sport in Schools** (l'union nationale du sport scolaire, UNSS), helping to encourage participation in sport among young people and supporting school based sporting initiatives.

In addition, INTERSPORT renewed its role as the official retailer of **Olympique de Marseille** through to 2028, strengthening our position in professional sports and strengthening connections with athletes and fan communities.

INTERSPORT also supports major sporting events, including the **Schneider Electric Paris Marathon.**

Through these partnerships, INTERSPORT reaffirms our role as a leading contributor to the development of sport in France and its ambition to be the country's most committed sporting retailer.



In 2025, the brand became an official partner of the French Handball Federation through to 2028, supporting a community of 600,000 registered members and 2,300 amateur clubs nationwide.



“Thanks to INTERSPORT's support, we'll be able to purchase new equipment, take kids to see the ocean for the first time in their lives, and keep breaking down the social and economic barriers that keep them away from sports. Because 'much more than rugby' means giving young people from our neighborhoods access to sports and helping them grow as people through the values that rugby represents.”

MAZHÉO SURGET

Communications Manager, AC Bobigny 93 Rugby, 2025 “My Sports Project” winner

MAKING SPORT MORE INCLUSIVE

Making sport accessible to everyone also means addressing the social, economic, geographic and cultural barriers that can limit participation.

Through its partnerships, local network and support programmes, INTERSPORT works to encourage broader and more inclusive participation in sport, particularly among women, young people, amateur clubs, volunteers and grassroots community leaders.

SUPPORTING SPORTING PROJECTS

Since 2014, the **“My Sports Project” [Mon Projet Sportif]**, developed in partnership with Ulule, has helped bring amateur and professional sporting projects to life, supporting both individual and team-based, for athletes with and without disabilities. To date, more than **170 sports projects have received support, with over €376,000 raised in total.**

In 2025, a dedicated social media challenge was introduced to increase the program's visibility and encourage greater community engagement.

CHAMPIONING WOMEN IN SPORT

INTERSPORT works to strengthen women's place in sport, supporting female athletes, federations and dedicated initiatives.

Since 2022, the brand has partnered with the Alice Milliat Foundation, a leading organisation promoting women's sport in France. In 2025, a virtual running challenge organised with Adidas brought together **23,370 participants** who collectively covered more than one million kilometers and raised **€20,000** for women's sports initiatives.

MEETING ATHLETES WHERE THEY ARE

The second edition of **Sport Tour by INTERSPORT** took place in 2025 over **3 weeks**, across **4 cities**, around 4 disciplines, covering a total of 3,500 m². Over 7 days, the tour welcomed **7,100 visitors.**

The event also featured awareness-building activities: collecting and sorting used sports gear, showcasing wheelchair basketball chairs and running bike repair workshops.

PRODUCING, ASSEMBLING AND REPAIRING IN FRANCE

PROMOTING MORE SUSTAINABLE MOBILITY

In 2025, the MFC designed and assembled **298,593 bikes**, including **92,627 e bikes**. Today, **88.2% of Nakamura bikes** are designed and assembled in France, **up from 78.3% in 2024**.

More than one in two customers who purchased a Nakamura bike in recent years say they now replace some car trips with trips by bike.

LOCAL AND INDUSTRIAL ROOT

Based in Machecoul, the MFC supports the local economy and helps sustain France's cycling industry. It also contributes to shared mobility projects; in 2025, it continued to produce shared, self service bikes – including around 1,700 Vélib' bikes for Paris, more than 1,080 Star bikes for Rennes and nearly 300 Naolib bikes for Nantes.



➤ **MANUFACTURE FRANÇAISE DU CYCLE: INDUSTRIAL EXPERTISE FOR SUSTAINABLE MOBILITY**

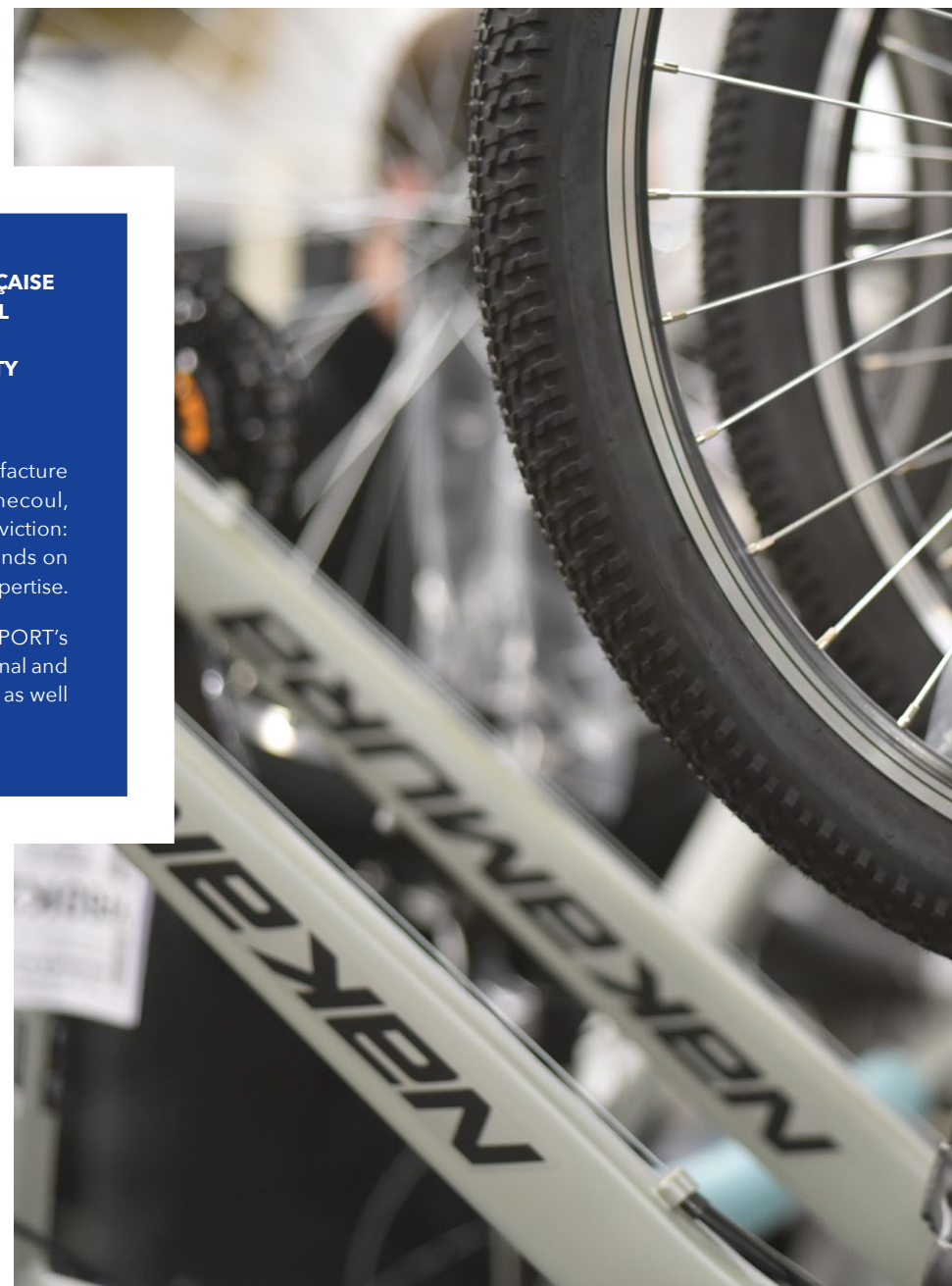
Since 2013, INTERSPORT has owned the Manufacture Française du Cycle (MFC), located in Machecoul, Loire Atlantique. This decision reflects a firm conviction: building a more sustainable mobility offer depends on preserving and growing French manufacturing expertise.

The MFC now plays a central role in INTERSPORT's cycling strategy. It designs and assembles traditional and e-bikes for the brand under the Nakamura label, as well as for other retailers and local authorities.

REPAIRING AND EXTENDING PRODUCT LIFE

The MFC also steps in after purchase, with an **integrated e bike battery reconditioning line** within its after sales service.

This setup helps extend product lifetimes, reduce certain transport needs and avoid the systematic replacement of batteries when reconditioning is possible.



REDUCING THE FOOTPRINT OF OUR ACTIVITIES

MEASURING TO ACT MORE EFFECTIVELY

Every year, INTERSPORT measures its carbon footprint across all major sources of emissions to pinpoint priority reduction areas and track progress. In 2025, tracking was carried out using the SAMI software tool, based on the GHG Protocol and The French Environment and Energy Management Agency (Agence française de l'environnement et de la maîtrise de l'énergie, ADEME) Bilan Carbone® methodology.

In 2025:

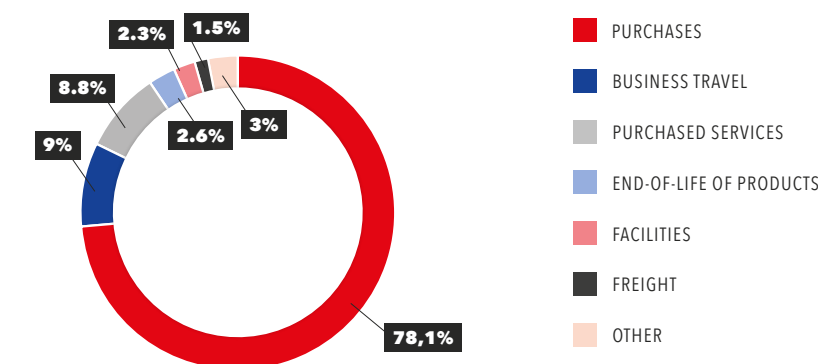
- Scope 1 and 2 emissions totaled 20,395 tCO₂e, down around 7% vs. 2024;
- Scope 3 reached 1,692,951 tCO₂e, down 1.2% vs. 2024;
- Average carbon footprint per product sold was 8.64 kgCO₂e, down 4.5% vs. 2024.

WHERE WE FOCUS OUR EFFORTS

INTERSPORT's transition plan is organized around several key priorities:

- Reducing supply-related emissions.
- Improving material traceability.
- Integrating recycled materials.
- Developing circular models: rental, secondhand, repair.
- Designing and promoting more sustainable mobility solutions.
- Improving the energy efficiency of sites.

DISTRIBUTION OF INTERSPORT'S GREENHOUSE GAS EMISSIONS AS OF DECEMBER 31, 2025



➤ CARBON FOOTPRINT PER PRODUCT SOLD:

8.6 KG CO₂E

-25% vs 2021



EXTENDING PRODUCT LIFE

REPAIR, REUSE, RECYCLE

Evolving our model also means extending the life of the products we sell. INTERSPORT has been helping customers repair rather than replace for more than 30 years.

In 2025:

- Around **500 repair and maintenance workshops** present in INTERSPORT stores across France
- **446,762 maintenance services** carried out
- **255 workshops** received the Bonus Répar certification
- **63 self-repair tutorials** available on intersport.fr
- An **extended warranty service** for Nakamura e-bikes offered in **216 stores**
- A **bike trade-in service for resale** operational in **73 stores**.
- **102.8 tons of materials** reused.

IN STORE COLLECTION

INTERSPORT has rolled out an in store collection program in 504 locations, where consumers can drop off used sports gear, textiles, shoes, small electronics and batteries.

In 2025:

- **35.8 tons** of used sports and leisure equipment collected by Ecologic.
- **5.1 tons** of textiles and footwear collected through the Textile 360 initiative.
- **€5,777,187 (excluding tax)** paid to eco-organizations .

After a pilot in 2024, the **Textile 360** partnership was expanded to all stores from late 2025, giving textiles and shoes a second life through a **100% French socially responsible recycling network**.



PRESERVING RESOURCES, TRACING AND DESIGNING BETTER

MANAGING RESOURCES

Beyond circular products and services, INTERSPORT is working on how it manages resources: reducing and recovering waste, managing water at logistics sites, improving industrial practices and mapping biodiversity related issues.

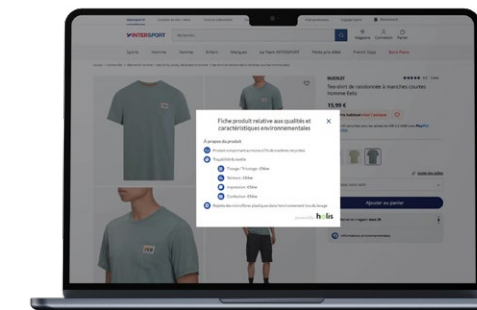
In 2025, the cooperative and its subsidiaries generated **1,402 tons of waste**, down **11.2% vs. 2024**, with **90.3%** of that waste being recycled.

At the MFC factory, continuous improvement programs cut waste by **1 kg per bike produced** and **pushed the share of waste recycled or used for energy recovery to 94.9%**.

The Autrèche logistics platform features a rainwater recovery and management system that saves more than **65% of potable water**, with collected rainwater supplying **100% of the site's sanitary facilities**.

PRODUCT TRANSPARENCY FOR OWN BRANDS

Since 2023, INTERSPORT has been rolling out the Holis solution to improve product traceability. The tool gives teams and customers better visibility into product origins and a clearer picture of environmental impact. INTERSPORT is also taking part in the European CIRPASS-2 project, focused on the Digital Product Passport.



In 2025:

- 21.2% of own brand models incorporated recycled materials.
- Environmental impact assessment of 859 textile color variants across our private-label collections.
- 91.9% of Tier 1 production sites rated A, B or C under BSCI or an equivalent grading system.
- 68.9% of Tier 1 suppliers working with INTERSPORT for more than five years.
- Awareness initiatives rolled out with national brand suppliers, notably through an engagement campaign via EcoVadis.

DESIGNING AND SOURCING BETTER FROM THE START

Design better, select better, trace better: INTERSPORT is gradually embedding eco-design, responsible sourcing and supplier monitoring into its product strategy - reducing its environmental impact and driving greater transparency across the supply chain.



► THE COMMITTED AMBASSADORS NETWORK

Close to both teams and customers, the Committed Ambassadors bring INTERSPORT's sustainability approach to life on the ground. Using the Lakaa platform, they log, track and share local initiatives: collection drives, repair services, awareness sessions, team engagement and projects with clubs and associations in their area.



Discover what our
Committed Ambassadors
get up to through our
interactive map!

GOVERNANCE TO DRIVE SUSTAINABLE PERFORMANCE

REINFORCED COOPERATIVE GOVERNANCE

INTERSPORT's governance structure comprises the Board of Directors, the Executive Committee, the Management Committee and regional Presidents. The model is built on a **co-leadership structure**, pairing network representatives with central office teams to keep national strategy and local realities aligned.

In 2025, Philippe Giovanni was appointed as CEO and tasked with steering the company's transformation, rolling out the 2030 strategic plan and supporting the cooperative's development.

STEERING SUSTAINABILITY CLOSE TO THE GROUND

The Sustainable Transformation department is part of the Finance Division and is represented within the company's main governance bodies. It is supported by:

- a Sustainability Committee made up of partner representatives from the network and key business functions;
- a network of **20 sustainability leads**;
- a network of **145 in-store Committed Ambassadors**.

IDENTIFYING THE MOST MATERIAL ISSUES

In 2025, INTERSPORT updated its **double materiality assessment** to identify its impacts on the environment and society, and the risks and opportunities likely to affect its business model.

We are also strengthening our non financial reporting using the Tennaxia platform, deployed to **strengthen the reliability of data collection**, improve indicator traceability and anticipate regulatory developments.

There are a thousand ways to make sports accessible to everyone - for the long term.

Together, we're building ours.

Our Committed to Sports program is designed to make sports more accessible today, while building a more responsible model for tomorrow. It's rooted in one belief: **transformation cannot happen alone**. It is a collective effort, alongside members, employees, customers, suppliers, local authorities, clubs, associations, financial partners and local stakeholders.



READ THE FULL REPORT

INTERSPORT FRANCE

Cooperative Public Limited Company
of Retail Merchants with Variable Capital

Registered office:
2 rue Victor Hugo
91160 Longjumeau

RCS Evry: 964 201 123 (Trade and Companies Register)

IN STORE

Extend the life of your sports gear through **our repair workshops**, take part in **our collection drives** and discover our eco designed products.

IN YOUR EVERYDAY LIFE

Adopt a regular, responsible sports routine, share your passion with people around you and **support local clubs**.

IN YOUR COMMUNITY

Join our **sporting events across France**, follow us on social media to learn more about our commitments and share your own initiatives.

**SPORTS ARE
THE ULTIMATE
COMMON
GROUND.**



INTERSPORT.ES



Editorial and graphic design
THE EDITORIALIST

The logo features a stylized icon on the left, composed of a red circle and a blue swoosh. To the right of this icon, the word "INTERSPORT" is written in a bold, sans-serif font. "INTER" is in red and "SPORT" is in blue.

INTERSPORT

COMMITTED *TO SPORT*